

WE BELIEVE IN HERE.

**2020 BUSINESS PLAN
& PLACE-BASED KEY INITIATIVES**

**THE WORLD IS CHANGING.
YOU KNOW IT. WE KNOW IT.**

Elkhart County is changing as well.

It always has.

*We've changed for the better
while staying true to our roots.*

THE ELKHART COUNTY CVB KNOWS ELKHART COUNTY AS WELL AS ANYONE.

We're a private non-profit corporation dedicated to promoting Elkhart County, Indiana and to championing quality of place for the benefit of all.

We see the best in Elkhart County and share that with anyone who will listen.

We get behind projects that help Elkhart County get even better.

We're champions of all things that add to Elkhart County's distinctive culture – the arts, fun events, festivals, parks and trails.

Our Heritage Trail is a love note to Elkhart County's glorious past, and it's also a bridge to our future. The stories told in this love note are so vibrant you can practically smell the grain the farmers sent to Bonneyville Mill. We stop and smell the flowers too, after we've planted them. *Our Quilt Gardens along the Heritage Trail exude pride and love* of what's beautiful in life.

Elkhart County won't stand still. We keep moving. We're makers. We constantly make things. We make it right, and we make it to last because we make things that stand the test of time. And those things are everywhere you look around Elkhart County and the world: recreational vehicles, quilts, furniture, motorcycles, noodles and apple butter. Yes, we even make our own beer and wine. But, one of the most important things we make in Elkhart County are memories to fill a lifetime.

And we're proud of all of this.

ELKHART COUNTY IS SPECIAL.

It's special because of who we are and what we do.

We believe in Elkhart County.

We believe in here.

**THIS
IS
OUR
STORY**



WHO WE ARE

The Elkhart County, IN Convention & Visitors Bureau (ECCVB) is a private non-profit corporation serving as the official tourism advertising and public relations champion for Elkhart County.

WE BELIEVE IN HERE.

We are accountable to the Elkhart County Innkeepers Tax Commission, created by state law to administer the innkeepers tax collected from Elkhart County lodging properties with 30 or more rooms. The tax commission contracts with the ECCVB, a not-for-profit entity, and appoints the ECCVB Board of Directors to manage its activities.

The ECCVB staff's decades of experience working with Elkhart County's tourism and hospitality interests led to the development and launch of hugely successful programs such as the Heritage Trail audio driving tour, the Quilt Gardens along the Heritage Trail, and the annual area guide.

The ECCVB's body of work has expanded in collaboration with the Community Foundation of Elkhart County to convene the Vibrant Communities movement to advocate for quality of place in all our vibrant cities, towns and scenic countryside.

Quality of place defines the essence of everything we stand for as a champion for Elkhart County.

ELKHART COUNTY'S DNA

We believe that the best people to tell us about Elkhart County are its own residents, our neighbors, and our stakeholders. Combining the thoughts of everyone who participated in workshops, small-group discussions, and online surveys brings us to this unmistakable conclusion:

If the people of Elkhart County agree on one thing, it is the essence of their DNA: We are a community of makers.

This simple statement rings true for all of us. It connects the generations, the rise of our economy, the growth of our cities and neighborhoods. Our shared story is one of craftsmanship.

What does it mean to be a maker?

Recreational vehicles flourish here, just as other industries, from musical instruments to kitchen cabinets to health care products saw their heyday in earlier eras.

Time marches on. Industries grow. Elkhart County stays the course. We make things. Time may march on, but it doesn't mean we don't take time to smell the roses or have a little fun.

“*We make simple, beautiful machines that are a joy to own and ride. We draw on the northern Indiana spirit of manufacturing to create a personal, unique, and relatable product.*”

- Janus Motorcycles

PLANTING OUR FLAG

We wanted to create something uniquely Elkhart County, and it didn't take long to find the perfect combination.

Quilters for generations stitched together beautiful combinations matched only by their timeless practicality. Quilts keep us warm in the winter and give us splashes of color all year long. The splashes of color make us think of flowers, just like the ones we plant in the spring.

It's a match made in heaven.

We're ready and waiting with a smile, a friendly chat, and maybe a quirky story when people come to Elkhart County.

The Quilt Gardens blanket sites throughout Elkhart County, a one-of-a-kind annual public art display that embraces our creative and practical sides. It's won regional and national recognition. Now we can't imagine life without Quilt Gardens. We also can't imagine life without our Heritage Trail audio driving tour. After all, it's been a part of our story for 27 years.

From our friendly, welcoming residents to the peaceful banks of the St. Joseph River to the rolling Amish Country farmland to the brick-laden downtown shops and, yes, even our factories, you could lose count of the reasons why *Life* magazine named the Heritage Trail one of America's most scenic drives.

STAKING OUT OUR TERRITORY

Our story is pretty simple really. We wear who we are as a badge of honor. Our stories speak to who we are and what others think about us. These stories call for a unifying principle that puts Elkhart County on the map as a great place to live, work, invest and visit. Our stories, told our way, connecting Elkhart County. You know why? Because:

We're makers.

We make things to last.

We stand behind what we make.

In everything we do, we believe in quality. It shows in our architecture, in the festivals and events that we cherish, and in our downtowns and neighborhoods.

We are well crafted.

This speaks to us. This is who we are.

The most passionate visitors – the ones most interested in our story and what Elkhart County has to offer – represent distinctive groups. Our mission in 2020 is to reach the audiences most eager to hear about Elkhart County. We've identified the following audiences:

Cultural Explorers: *You might call them history buffs, but it's a lot more than that.*

Cultural Explorers are fascinated by the stories of a particular place. What makes Elkhart County unique is exactly what they want to dig into.

From learning about the Amish and their ways, to tracing the past to the present of our cities, Cultural Explorers want to soak in the entire experience.

It's all in the quality and authenticity of the experience. The good news is that Elkhart County, because of who we are, is very well positioned.

We are curating our stories of the history and heritage of Elkhart County and uniting our partners to develop what we already have. Cultural Explorers are just waiting to hear Elkhart County's story.



Creatives: It's not just self-identified artists who make up this group. It's also anyone who is interested in creative processes, in learning how to open up that part of their mind.

Creatives love to learn, and they love to meet others who share the same passions. This is the essence of memorable experiences for the Creatives audience.

Elkhart County is home to a vibrant creative community. Empowering the talented artists who are here to connect with visitors and develop inspirational experiences will deepen the connection Creatives have to our community.

Creatives have already been discovering Elkhart County, but the goal is to make that choice easier.

Roadtrippers: Recreational vehicle manufacturers lay claim to Elkhart County as their capital, but the millions of RV enthusiasts who love the freedom of the RV lifestyle have yet to discover this is their home, too.

RVers, or any traveler who loves the open road, feeling of free exploration and the outdoors, will be drawn to the cultural and creative aspects of Elkhart County.

The breadth, availability and quality of experiences for RVers must match the potential market. RVers love to gather together, share experiences, and collect memories. They already do so, but could be easily persuaded to view Elkhart County as a place to make a pilgrimage.

RVers can go literally anywhere, and Elkhart County should be one of those places.

TELLING OUR STORIES



Elkhart County is bursting with tales of innovation, creativity and risk-taking. Where do you start?

We start by building teams. Our collaborative spirit allows us to come together as teams around each of the audiences, Cultural Explorer, Creatives and Roadtrippers.

Our teams will represent every city and town in Elkhart County. From Bristol, Elkhart, Goshen, Middlebury, Nappanee and Wakarusa, we are blessed with champions who share our belief in Elkhart County and bring their considerable skills, talent and experience to every project.

We also teach and guide — workshops and toolkits lay the foundation for storytellers in all communities to build confidence and share unique narratives. In words, photos, videos and social media, the story is woven together in a delightful patchwork.

It all comes together with the foundation of the Vibrant Communities movement. The relationships established in Vibrant Communities have encouraged more collaboration in neighborhoods and community groups which also believe in the power of engagement.

MAKING A DIFFERENCE

We lead by example. From the annual area guide to the Heritage Trail and Quilt Gardens to sponsorships and destination development initiatives, Elkhart County grows ever more vibrant.

Financial and in-kind technical support for festivals and events, arts programs, building capacity for placemaking and marketing projects builds our community to the places more people want to visit and stay.

We believe in here to the tune of \$404,061 for event sponsorships, Area Guide Assistance Fund, Vibrant Communities, downtown support, arts & cultural support, and targeted co-op community campaigns.

Events and initiatives supported in 2019 include:

Elkhart County

Bike Elkhart Quilt Gardens Ride *(event sponsorship)*
Elkhart County Garden Expo *(event sponsorship)*
Elkhart County Museum Association *(arts & cultural support)*
Elkhart County Historical Museum *(Area Guide Assistance Fund)*
Gathering at Five Medals *(event sponsorship)*
Pumpkinvine Bike Ride *(event sponsorship)*
RV/MH Hall of Fame and Museum *(Area Guide Assistance Fund)*
(25) Little BIG Idea Grants through Vibrant Communities in Bristol, Elkhart, Goshen, Middlebury and Nappanee *(Vibrant Communities)*

Town of Bristol

Elkhart Civic Theatre *(Area Guide Assistance Fund)*
Town of Bristol *(Area Guide Assistance Fund)*
Town of Bristol website *(targeted co-op community campaign)*

City of Elkhart

Elkhart ArtWalk *(event sponsorship)*
Elkhart Jazz Festival *(event sponsorship)*
Elkhart Juried Regional
at the Midwest Museum of American Art *(event sponsorship)*
Elkhart Parks & Recreation *(Area Guide Assistance Fund)*
Gateway Mile *(targeted co-op community campaign)*
Greater Elkhart Chamber of Commerce *(Area Guide Assistance Fund)*
Hall of Heroes Comic Con *(event sponsorship)*
Live Work Play capacity grant *(downtown support)*
Rugby Tournaments
at the Moose Rugby Grounds *(event sponsorship)*
Friends of the National New York Central
Railroad Museum *(Area Guide Assistance Fund)*
Premier Arts *(Area Guide Assistance Fund)*
Ruthmere *(event sponsorship, Area Guide Assistance Fund)*
Wellfield Botanic Gardens
(event sponsorship, Area Guide Assistance Fund)

City of Goshen

Arts on the Millrace *(event sponsorship)*
Elkhart County 4-H Fairgrounds *(Area Guide Assistance Fund)*
Good of Goshen *(targeted co-op community campaign)*
Goshen Chamber of Commerce *(Area Guide Assistance Fund)*
Goshen First Fridays *(event sponsorship)*
Live Work Play capacity grant *(downtown support)*
River Bend Film Festival *(event sponsorship)*

Town of Middlebury

Middlebury Fall Festival *(targeted co-op community campaign)*
Live Work Play capacity grant *(downtown support)*

City of Nappanee

Nappanee Apple Festival *(targeted co-op community campaign)*
Junkyard Dogs *(event sponsorship)*
Live Work Play capacity grant *(downtown support)*
Nappanee Apple Festival *(event sponsorship)*
Nappanee Chamber of Commerce *(Area Guide Assistance Fund)*

Town of Wakarusa

Wakarusa Chamber of Commerce *(Area Guide Assistance Fund)*
Wakarusa Maple Syrup Festival *(event sponsorship)*

ENOUGH TALK.

Let's roll up our sleeves.

We're makers and it's time to get to work.

You ready?

**HERE'S
WHAT
WE'RE
DOING**

THE BIG PICTURE

We will spread the stories of Elkhart County’s residents, our makers, and the broad array of our arts and cultural institutions and natural assets. Using carefully selected channels and deploying the most compelling storytelling techniques, Elkhart County’s stories will reach our biggest fans.

These stories and messages will, of course, be organized into themes. *(Or, as we like to call them, campaigns.)*

Well Crafted Destination Brand

This is the big one.

Launching Well Crafted for all of Elkhart County will entail a year-long process of identifying and telling our best stories to support the Cultural Explorer, Creatives and Roadtripper audiences across all of our channels. This work must be backed up with toolkits and resources that will enable our partners to plug into and activate the destination brand in their own communications channels. We’ll also convene top champions representing each of the audiences to deepen our understanding of storytelling’s power.

Heritage Trail

Our comprehensive tour of Elkhart County gets a refreshed look and sound in 2020, with engaging storytelling that captures the imagination and shines the spotlight brightly on each city and town, attraction, and historical stop.

Think of it as the Heritage Trail for a new generation.

Quilt Gardens along the Heritage Trail

Beloved across the U.S., the Quilt Gardens and Quilt Murals marries the satisfying hobbies of gardening and quilting in a spectacular colorful display. The project draws in hundreds of volunteers in all of our cities and towns to create slices of beauty for all to enjoy.

Vibrant Communities

Partnering with the Community Foundation of Elkhart County, we’ll continue to lead by bringing together energetic advocates around the principles of quality of place. This movement has built tremendous momentum for community pride and collaboration across traditional lines to build a better Elkhart County.

We’re proud of the work that has been done so far, but we’re just getting started.

Exit 92

Sometimes you just need a break for a bite to eat and a good night’s sleep. Exit 92 utilizes the best tools to draw travelers off the Indiana Toll Road for a respite at a stop with unmatched selections of lodging and restaurant brands you know and trust plus locally-owned eateries, attractions and amenities.

Targeted Co-op Campaigns

We highlight Downtown Elkhart’s lineup of museums and galleries, trendy shops, restaurants, entertainment, recreation, attractions and the historic boutique Hotel Elkhart and put them on full display in the Gateway Mile promotion blending digital and traditional marketing.

We join all of our cities and towns biggest champions to share the best of what their downtowns and surrounding neighborhoods offer. By presenting unique artisans, an impressive diversity of dining options, attractions and events, we showcase our distinctive Elkhart County vibe.

The following pages list the detailed activities the ECCVB will be doing in 2020 to support these campaigns.

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COMMUNICATIONS - ADVERTISING

GOAL: To increase destination awareness and economic impact using paid and co-op channels that generate brand awareness, promote destination assets and optimally engage defined market segments.

OVERALL OBJECTIVE: By investing in co-operative media buys and Elkhart County specific placements, the ECCVB will develop, coordinate and implement destination campaigns and maximize media value.

REGIONAL AND LOCAL CO-OPS

NITDC INDIANA'S COOL NORTH REGIONAL PROMOTIONS CO-OP ACTIVITY MEASURES

Integrated promotion campaigns and strategy to message Indiana's Cool North brand through regional web, print, email and digital.

- Toll Road Exit-by-Exit Guide inside front cover ad and opposite inside front cover ad (January - December)
 - Partnerships: 4 | Circulation: 100,000
 - CVB investment: \$9,840
- Toll Road map ad (January - December)
 - Partnerships: 4 | Circulation: 80,000
 - CVB investment: \$0
- Brochure distribution (Area Guide, Exit 92, Museums, and Quilt Gardens) at Toll Road plazas (January - December)
 - Partnerships: 4 | Impressions: 2.1 million
 - CVB investment: \$11,100
- I-80/90 Travel Plaza Video Screens (Exit 92 messaging) on (4) screens in (4) plazas (April - December)
 - Partnerships: 4 | Gross impressions: 10 million annually
 - CVB investment: \$7,500
- By leveraging a \$34,500 membership investment to a partner membership investment of \$69,000 the ECCVB will communicate the Elkhart County / Northern Indiana assets across multiple advertising platforms including social media, digital and print.
 - Total value of membership investment: \$103,500

INDIANA TRAVEL GUIDE | VISITINDIANA.COM ACTIVITY MEASURES

- Brochure lead generation ad and listings (January - December)
 - Circulation: 500,000 | Partnerships: 112 | Impressions: 62.5 million
 - CVB investment: \$4,480 | Total Co-op dollars: \$64,580 | Total value of investment: \$69,060
- Track Elkhart County Area Guide requests received (January - December)
- By leveraging \$4,480 to a partner investment of \$64,580 the ECCVB will communicate the Elkhart County / Northern Indiana assets through 62.5 million impressions.
 - Total value of investment: \$69,060

REGIONAL AND LOCAL CO-OPS *(cont)*

INDIANA FESTIVAL GUIDE ACTIVITY MEASURES

- Full page ad (January - December)
 - Partnerships: 90 | Circulation: 500,000 | Impressions: 51 million
 - CVB investment: \$3,825 | Total Co-op dollars: \$46,400 | Total value of investment: \$50,225
- By leveraging \$3,825 to a partner investment of \$46,400 the ECCVB will communicate the Elkhart County / Northern Indiana assets through 51 million impressions.
 - Total value of investment: \$50,225

GATEWAY MILE PARTNER CAMPAIGN SUPPORT

Develop engaging content and digital promotion that supports and communicates Gateway Mile assets (shops, restaurants, museums, parks, trails and events) to residents and visitors.

- Custom digital ad campaign promoting Hotel Elkhart’s grand opening in downtown Elkhart’s Gateway Mile (June)
 - CVB investment: \$2,000
- Custom digital ad campaign promoting assets along downtown Elkhart’s Gateway Mile (January - December)
 - CVB investment: \$35,000 | Partner investment: \$35,000 | Total value of investment \$70,000
- By leveraging \$35,000 to a partner investment of \$35,000 the ECCVB will communicate downtown Elkhart’s Gateway Mile assets across digital platforms.
 - Total value of investment: \$70,000

REGIONAL ADVERTISING ACTIVITY MEASURES

I-80/90 EXIT 92 CAMPAIGN

Exit 92 Campaign to promote the density and proximity of familiar and trusted lodging and dining brands as well as locally owned and operated properties and access to engaging attractions at Exit 92.

- Confirm and place 13 outdoor billboards along I-80/90 Toll Road (January - February)
 - Burkhart, LaMar, Connor: I-80/90 Eastbound (9) Lake, LaPorte, St. Joseph & Elkhart Counties
 - Outfront: I-80/90 Westbound (4) Elkhart & Steuben Counties
 - Partnerships: 2 | Gross Impressions: 20.5 million annually
 - CVB investment: \$13,760 | Partner investment: \$66,900 | Total investment: \$80,660
- Elkhart County Visitor Center location (January - December)
 - Outfront: I-80/90 Westbound (1) Elkhart at the Exit 92 off-ramp
 - Gross Impressions: 20.5 million annually
 - CVB investment: \$5,400

REGIONAL ADVERTISING ACTIVITY MEASURES *(cont)*

I-80/90 EXIT 92 CAMPAIGN *(cont)*

- Confirm and place full page ad in University of Notre Dame Football Program (April)
 - Distribution: 560,000
 - CVB investment: \$9,500
- Confirm and place rack cards for distribution at 7 Ohio Toll Road plazas (January - February)
 - Distribution: 7,500
 - CVB investment: \$3,150

MIDWEST LIVING DIRECT MAIL

- Polybag Elkhart County Area Guide with Midwest Living to a portion of their Chicago area subscriber list (May/June)
 - Distribution: 27,900
 - CVB investment: \$17,000
- Tri-fold direct mail insert communicating Elkhart County's niche/audience segments to Midwest Living's subscriber base in an expanded regional distribution (Southwest Michigan, Indianapolis, Fort Wayne, Ohio) 3 times (March/April, May/June, July/August)
 - Distribution: 27,900
 - CVB investment: \$15,000

SPECIALTY AND CHAMBER PUBLICATION AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

QUILT GARDEN PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- National Garden Clubs - Grand Rapids (May)
 - Convention program distribution: 700
 - CVB investment: \$500

- PCMGA Garden Walk - Grand Rapids (July)
 - Convention program distribution : 2,000
 - Conference Attendee eNewsletters: 4,000 | Conference Website page views: 18,000
 - CVB investment: \$100

- Garden Clubs of IL, Garden Glories (June /July)
 - Magazine distribution: 9,200
 - CVB investment: \$400

- American Quilters Society Quilt Show - Paducah (April)
 - Convention program distribution : 37,000
 - CVB investment: \$474

- American Quilters Society Quilt Show - Grand Rapids (August)
 - Convention program distribution : 20,000
 - CVB investment: \$450

- Shipshewana Quilt Festival (June)
 - Festival program distribution: 4,000
 - CVB investment: \$100

- Amish Acres Arts & Crafts Festival (August)
 - Festival program distribution: 60,000
 - CVB investment: \$2,000

HERITAGE TRAIL PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- Midwest Living Out and About 1/2 page ad (May/June)
 - Magazine distribution: 358,000
 - CVB investment: \$9,192

- Midwest Living - Out and About 1/3 page ad (June/July)
 - Magazine distribution: 358,000
 - CVB investment: \$6,154

- TravelIN - Full page ad (April/May/June & July/August/September)
 - Magazine distribution: 300,000
 - CVB investment: \$4,170

- Premier Arts - Full page ad (March - December)
 - Performance program distribution: 30,000
 - CVB investment: \$1,000

SPECIALTY AND CHAMBER PUBLICATION AND PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

HERITAGE TRAIL PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

- Amish Acres Round Barn Theatre - Full page ad (April - December)
 - Performance program distribution: 70,000
 - CVB investment: \$800
- The Beacher - Full page ad (May)
 - Weekly newspaper distribution: 4,000
 - CVB investment: \$415
- Elkhart / Goshen / Middlebury / Nappanee Chamber Member Directories and Tourism Brochures ads (August - November)
 - CVB investment: \$1,780
- In Progress - Full page ad (February)
 - Magazine distribution: 25,000
 - CVB investment: \$350
- Elkhart County Living Magazine (June)
 - Magazine distribution: 25,000
 - CVB investment: \$600
- Elkhart Lions Club Lions Tales Annual Newspaper (October)
 - Newspaper distribution: 3,500
 - CVB investment: \$350

LOCAL MEDIA ACTIVITY MEASURES - DIRECT MAIL

- Insert Elkhart County Area Guide in The Hart (May)
 - Magazine distribution: 10,000
 - CVB investment: \$600
- Elkhart County Visitor Center promotional postcard messaging VFR market distributed to Elkhart County residents (June)
 - Post card distribution: 50,000
 - CVB investment: \$5,000

LOCAL MEDIA ACTIVITY MEASURES - RADIO

- Insert Heritage Trail Audio Tour Promotion on Spotify platform (May - July)
 - CVB investment: \$1,500

SPECIALTY AND CHAMBER PUBLICATION AND PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

TRADE PUBLICATIONS COOPERATIVE ADVERTISING ACTIVITY MEASURES

Objective: Develop in partnership with local businesses a strategic advertising campaign for the travel trade market targeting the cultural explorer and creative niche audiences which generates qualified leads and positions Amish Country as a premier destination.

- Develop 150 Co-op partnerships through print, eNewsletter, FAM tours, trade shows and digital ad buys (January - December)
- Coordinate 137 insertions including custom eblasts, eNewsletter, online itinerary pages, photo galleries, custom content articles, retargeted digital campaigns, travel guide poly bag inserts, and print ads (January (13), February (11), March (13), April (9), May (11), June (13), July (13), August (10), September (12), October (11), November (12), December (9))
- Advertise in 6 publications: Select Traveler, Going on Faith, Leisure Group Travel, Group Travel Leader, Red Hot Celebrations, and Group Tour Northeastern (January - December)
 - Select Traveler
 - Total reach: 5,000 per print issue, 15,000 per custom content article, 24,000 per eNewsletter
 - Total frequency: (1) Full page ad Indiana feature section (July), (1) guaranteed editorial in Indiana feature section (July), (1) Custom Content Article (September), (1) sponsored article in the Select Traveler Minute (March), (1) Digital free formatted full page ad in the Marquee Directory (July), (5) Web Itineraries (January - December); (1) Web Listing/Link (January - December); (1) Trip Search Link (January - December)
 - Partnerships: 2
 - CVB Investment: \$3,160 | Co-op media dollars: \$3,280 | Total value of investment: \$6,440
 - Going on Faith
 - Total reach: 6,000 per print issue
 - Total frequency: (1) Full page ad Indiana feature section (March), (1) guaranteed editorial in Indiana feature section (March), (1) Sponsored article in the Faith Travel Minute (June), (1) Web Listing/Link (January - December); (1) Trip Search Link (January - December)
 - Partnerships: 2
 - CVB Investment: \$0 | Co-op media dollars: \$3,280 | Total value of investment: \$3,280
 - Leisure Group Travel
 - Total reach: 20,000 per issue
 - Total frequency: (1) Full page ad Indiana annual issue (January), (1) Full page Itinerary, written & inserted online & in print (February), (1) Top List full page article online & in print (July), (1) photo listing in the annual Group Travel Destinations Directory (January), (1) year run of online video links for 12 months
 - Partnerships: 2
 - CVB investment: \$3,885 | Co-op media dollars: \$3,280 | Total value of investment: \$7,165

SPECIALTY AND CHAMBER PUBLICATION AND PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

TRADE PUBLICATIONS COOPERATIVE ADVERTISING ACTIVITY MEASURES *(cont)*

- Group Travel Leader
 - Total reach: 16,000 per eblast, 15,000 per print publication and dedicated e-blast, 24,000 per eNewsletter
 - Total frequency: (1) Dedicated e-blast (June), (1) Sponsored article in the Group Travel Minute (January), (3) Twitter Posts on the Group Travel page, (3) Facebook Posts on the Group Travel page, (1) Guaranteed editorial in Indiana feature section (November), (1) Custom Content Article (May), (1) Full page ad (November), (5) Web Itineraries (January - December); (10) Online photos & captions gallery (1) Web Listing/Link (January - December); (1) Trip Search Link (January - December)
 - Partnerships: 2
 - CVB investment: \$0 | Co-op media dollars: \$3,280 | Total value of investment: \$3,280

- Red Hot Celebrations
 - Total reach: 2,500 per frequency
 - Total frequency: (3) Custom eNewsletters (February, May, October), Unlimited events on website directory (January - December)
 - Partnerships: 2
 - CVB investment: \$1,085 | Co-op media dollars: \$0 | Total value of investment: \$1,085

- Group Tour Northeastern
 - Total reach: 15,500 per print issue, 12,500 per eNewsletter, 13,000 per digital retargeting
 - Total frequency: (1) Full Page ad Indiana annual issue (January), (1) Travel Guide insertion with publication (June), (1) Digital retargeting campaign (July), (2) 2/3 page ads in the Food & Entertainment featured issues (March and September)
 - Partnerships: 2
 - CVB investment: \$15,683 | Co-op media dollars: \$3,280 | Total value of investment: \$18,963



COMMUNICATIONS - PROMOTIONS

GOAL: To create campaigns that generate destination awareness and increased spending on a platform of paid, earned and given media channels, interest-specific messaging and ongoing community engagement.

LEISURE PROMOTIONS

HERITAGE TRAIL PROMOTIONS ACTIVITY MEASURES

Objective: To speak to group and leisure travelers, residents and local stakeholders seeking place-based activity in cities and towns and their connections to the Heritage Trail experience.

- Communicate and collaborate ongoing promotion campaigns with partners to promote Elkhart County to visitors and residents (January - December)
- Update ad creative concept for print and digital media buys (January - April)
- Promote and distribute Heritage Trail audio driving tours (3,000 produced) via CD and jump drive (January - December)
- Produce and distribute Heritage Trail maps (March - December)
 - Production: 40,000 maps
 - CVB investment: \$5,500
- Launch revised Heritage Trail audio tour with new delivery systems (May)
- Promote cities and towns and Heritage Trail assets to residents via direct mail/insertion of area guide in special Goshen News publication, The Hart, reaching 10,000 residents (May)
- Promote cities and towns and Heritage Trail assets to drive market/Chicago area via direct mail/polybag insertion of the Travel Guide with Midwest Living reaching 28,100 residents (May)
- Promote Elkhart County assets through a sponsored post on “Only in Indiana’s” Facebook page 3 times (May/July/September)
- Produce and distribute Historic Downtown Walking Tours rack cards (April - October)
 - Production: 10,000
 - CVB investment: \$500

QUILT GARDENS ALONG THE HERITAGE TRAIL ACTIVITY MEASURES

Objective: To speak to group and leisure travelers, residents and local stakeholders seeking place-based activity in cities and towns and their connections to the Quilt Gardens experience.

- Update creative concept for print and digital media (April)
- Produce and distribute rack cards (May - September)
 - Production: 30,000
 - CVB investment: \$4,200

LEISURE PROMOTIONS *(cont)*

QUILT GARDENS ALONG THE HERITAGE TRAIL ACTIVITY MEASURES

- Update partner brand management guide and promotion guidelines (January)
- Update and create new copy for Quilt Garden signs and murals (March)
- Coordinate and facilitate new sign materials and construction, on-sign signage design, production and placement for 28 Quilt Garden and Quilt Mural locations (April)
- Produce Master Gardeners Guidebook and Quilters Chronicles Guidebook (May)

GROUP/TRAVEL TRADE PROMOTIONS

ENGAGEMENT & DEVELOPMENT ACTIVITY MEASURES

Objective: To generate qualified tour operator and group planner leads and increase sales for local businesses by positioning Amish Country and the RV Capital of the World as premier destinations for the group market through attendance at tradeshow, giving presentations and conducting direct mail campaigns, sales missions, FAMs, e-mail campaigns, digital campaigns, group website updates, social media strategies, trade publication co-op advertising campaigns and destination preview tours.

- Attend 6 tradeshow: ABA, Tennessee Motorcoach Association, Missouri Travel Council, Midwest Marketplace, TAP Dance, Boomers in Groups (January - October)
- Conduct 2 Sales Missions: Midwest (September - October)
- Promote Group Tour assets through a sponsored digital audience retargeting ad campaign through Group Tour Media (July)
- Develop a custom digital ad campaign promoting group tour assets to a highly targeted audience (August - October)
- Conduct 3 personalized destination previews and 2 destination wide preview tours (January - December)
- Insert 17,000 copies of the Elkhart County Area Guide in a polybag with the Group Tour Magazine (June)
- Coordinate advertisements in 5 publications Group Tour Northeastern, Leisure Group Travel, Group Travel Leader, Red Hot Celebrations, and Select Traveler (January - December)
- Generate 300 Qualified leads and appointments (January - December)

SERVICES DEVELOPMENT ACTIVITY MEASURES

Objective: To retain and expand group visits by developing services and providing information to group planners in partnership with area stakeholders through the distribution of Group Experiences Guides, Travel Guides, Profile Sheets, eNewsletters and digital photography.

- Provide service and assistance to 200 clients (January - December)

GROUP/TRAVEL TRADE PROMOTIONS *(cont)*

PARTNERSHIP DEVELOPMENT ACTIVITY MEASURES

Objective: To retain and develop a group promotion team with area stakeholders engaged and involved in working together to generate leads and increase sales through networking sessions, partnership opportunities, and educational programming.

- Participate in a co-op partnership with the Indiana Office of Tourism for the ABA 2020 Marketplace (January)
- Conduct 1 co-op partnership direct mail postcard campaign targeting for the cultural explorer niche (April -July)
- Generate \$2,000 in additional co-op partnership revenue (February - November)

PROMOTIONAL PRINT AND DIGITAL MATERIALS

TRAVEL GUIDE ACTIVITY MEASURES

Objective: To develop and distribute a persuasive area guide that strengthens destination brands, communicates key experiences and encourages (ongoing) engagement.

- Coordinate and collaborate refresh / redesign of 2021 Elkhart County Area Guide (May - July)
- Manage sales, content and production of 72-page 2021 Elkhart County Area Guide (July - December)
- Complete 150 contracts resulting in \$180,000 in total sales; realize \$85,000 in net profit (July - December)
- Oversee distribution of 175,000 printed copies of 2020 Elkhart County Area Guide (February - December)
- Manage electronic version of 2020 Elkhart County Area Guide for digital distribution (February)

PRODUCTION / CONTENT MANAGEMENT ACTIVITY MEASURES

Objective: To develop content and creative for web, print, email and digital targeting leisure / group / resident / VFR markets.

- Manage content, frequency and metrics for Front Desk Update, Leisure, Business to Business, and Travel Trade eNewsletters (January - December)
- Manage copy, photography and videography for promotion / sales collateral (January - December)
- Manage creation of and promote custom content focusing on storytelling and highlighting Heritage Trail assets and experiences that focus on the niche audiences of Cultural Explorer/Amish Country, Cultural Explorer/Historical and Creatives (January - December)
- Manage creation of and promote video content highlighting Heritage Trail assets and experiences that focus on the niche audiences of Cultural Explorer/Amish Country, Cultural Explorer/Historical and Creatives (January - December)
- Manage creation of and promote Champion Placemaker content focusing on storytelling and highlighting Heritage Trail assets and experiences that focus on the niche audiences of Cultural Explorer/Amish Country, Cultural Explorer/Historical and Creatives (January - December)

PROMOTIONAL PRINT AND DIGITAL MATERIALS *(cont)*

PRODUCTION / CONTENT MANAGEMENT ACTIVITY MEASURES *(cont)*

- Manage creation of and promote Champion Placemaker video content highlighting Heritage Trail assets and experiences that focus on the niche audiences of Cultural Explorer/Amish Country, Cultural Explorer/Historical and Creatives (January - December)
- Schedule photo shoots highlighting Heritage Trail assets / activities (January - December)
- Develop content for Simpleview Dynamic Content website personalization (January - December)
- Create content and develop 60 eNewsletters to promote Elkhart County assets (January - December)

GROUP PROMOTIONS ACTIVITY MEASURES

Objective: To develop and distribute persuasive print and digital collateral that communicates key group experiences for group markets.

- Manage production of Amish Country Profile Sheets, Group Experience Guide, Co-op ads, itineraries, templates, FAM fliers and trade show presentations (January - December)

OVERALL LEISURE & GROUP/TRAVEL TRADE ADVERTISING/PROMOTIONS COMMUNICATION PERFORMANCE MEASURES

- Leisure Promotions (January - December)
 - Total CVB advertising investment: \$335,755 | Total value of co-op investment: \$521,225
- Group/Travel Trade Promotions (January - December)
 - Total CVB advertising investment: \$28,600 | Total co-op investment: \$16,400
- Invest \$256,131 in advertising and promotions which will convert to \$22 million in Total Visitor Spending* reflecting both Area Guide [printed and electronic] and Unique Website Visits (January - December)
- Create 125 customized itineraries, averaging in 2.5 days of length, generating \$2.5 million in group visitor spending (January - December)
- Generate 135 daytrips and 150 overnight trips resulting in \$3.25 million in group visitor spending (January - December)
- Maintain average length of group stays to 2 days (January - December)
- Realize \$100,000 in group visitor spending from group direct mail promotion (April - December)

* **Visitor Spending Performance Metrics (Research Resource: 2017 Economic Impact Report by Certec Inc.)**

- Advertising Performance is the amount in visitor spending generated by the ECCVB efforts Visitor Spending - (Total Travel Guide Requests X Conversion Rate 56%) X (3.3 people in travel party) X (2.2 days average length of stay) X (\$117 per person per day)

- Website Performance is the amount of visitor spending generated by the ECCVB's website efforts Visitor Spending - (Total Unique Visits X Conversion Rate of 10%) X (3.3 people in travel party) X (2.2 days average length of stay) X (\$117 per person per day)



COMMUNICATIONS - DIGITAL

GOAL: To create campaigns that generate destination awareness and increased spending on a platform of paid, earned and given media channels, interest-specific messaging and ongoing community engagement.

OVERALL OBJECTIVE: To generate awareness, highlight key visitation drivers, provide travel recommendations, and drive conversation, engagement and web traffic across digital channels. Digital campaigns will position Elkhart County, Indiana as a potential or repeat destination. They will create destination brand awareness and highlight experiences and assets that align with visitor, group and resident interest and lifestyle.

ELKHART COUNTY DIGITAL PROMOTIONS ACTIVITY MEASURES

- Promote I-80/90 Exit 92 and its high density of assets through targeted campaigns across digital channels (January - December)
 - CVB investment: \$10,000
- Promote the Heritage Trail assets and experiences, including video, that focus on niche audiences across digital channels (January - December)
 - CVB investment: \$20,000
- Promote the Visitor Center to leisure and group travelers and residents through targeted campaigns across digital channels (January - December)
 - CVB investment: \$2,000
- Promote cultural explorer and creative niche content, including video, to leisure travelers and residents through targeted campaigns across digital channels (April - December)
 - CVB investment: \$16,000
- Promote Champion Placemaker niche content, including video, to leisure travelers and residents through targeted campaigns across digital channels (April - December)
 - CVB investment: \$4,000
- Digital audience growth sweepstakes promoting a weekend giveaway with Jazz Festival, Billy Joel tickets and an overnight stay (March)
 - CVB investment: \$8,500
- Cities and towns of Elkhart County Promotion
 - Work with TwoSix Digital to promote an event in the cities and towns of Bristol, Nappanee and Middlebury to increase attendance and build their Facebook audience for re-targeting (April - October)
 - Track and analyze Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (April - October)
 - CVB investment: \$15,750

Social Activity Terms

- *Impressions: The number of times your ads were on screen.*
- *Reach: The number of people who saw your ads at least once. Reach is different from impressions, which may include multiple views of your ads by the same people.*
- *Total Clicks: The number of clicks on links appearing on your ad or Page that direct people to your site(s) off Facebook as a result of your ad.*
- *Click Through Rate: The number of clicks you received divided by the number of impressions.*
- *Video Views: The number of times your video was viewed for at least 10 seconds.*
- *Page Likes: The number of likes of your Facebook Page attributed to your ads or organic reach.*

ENEWSLETTER PROMOTIONS ACTIVITY MEASURES

- Send 11 Leisure eNewsletters (February - December)
- Send 11 Group / Travel Trade eNewsletters (January - November)
- Send 24 Front Desk Update eNewsletters to lodging facility front desk personnel and advertiser / partners audience (January - December)
- Send 12 Business to Business eNewsletters (January - December)

WEBSITE ACTIVITY MEASURES

- Manage and update website content (January - December)
- Manage and update targeted content to specific audiences based on location and interest-based criteria via SimpleView Dynamic website content personalization module (January - December)
- Track and analyze overall site monthly website analytics (January - December)
- Review and remedy platform errors (January - December)
- Manage SEO Account Plan (January - December)
- Track Unique Page Views to the Travel Trade Group Planner Resources page (January - December)
- Track Unique Page Views on Group site (January - December)
- Track PDF downloads of Meeting Guide (January - December)
- Track PDF downloads of Group Profile (January - December)
- Track PDF downloads of Group Sample Itineraries (January - December)
- Track Unique Page Views of Media Site (January - December)
- Track Unique Page Views of Quilt Gardens Site (January - December)
- Track PDF downloads of Master Gardener Guidebook (January - December)
- Track PDF downloads of Quilter's Chronicles Guidebook (January - December)
- Track Unique Page Views of RV Site (January - December)
- Track PDF downloads of Leisure Itineraries (January - December)

DIGITAL ACTIVITY MEASURES

- WAZE/ Exit 92
 - Track and analyze traveler “actions” on targeted digital “billboard” displays served based on location via app (January - December)
 - CVB investment: \$1,500

- Only in Indiana
 - Promote Elkhart County assets by leveraging ‘Only in Indiana’s’ audience (May, July, September)
 - Track and analyze Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (May, July, September)
 - CVB investment: \$3,000

- Custom digital ad campaign promoting Quilt Gardens along the Heritage Trail to a highly retargeted audience
 - Work with TwoSix Digital on a digital campaign to promote the Quilt Gardens to a highly re-targeted audience (June)
 - Track and analyze Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (April - October)
 - CVB investment: \$10,000

- Social medial one-week blitz campaign promoting Quilt Gardens along the Heritage Trail on Facebook and Instagram
 - Work with TwoSix Digital on a digital campaign to promote the Quilt Gardens during their peek to a highly retargeted audience (July)
 - Track and analyze Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (April - October)
 - CVB investment: \$3,000

SOCIAL ACTIVITY MEASURES

- Facebook and Instagram
 - Place sponsored posts and non-sponsored posts each month (January - December)
 - Track and analyze engagement, impressions, click-through rate, cost per click, video views and fans (January - December)
 - Total CVB investment: \$20,000

- Twitter
 - Place non-sponsored posts each month (January - December)



COMMUNICATIONS - PUBLIC RELATIONS

GOAL: To generate increased awareness among local residents, potential visitors, stakeholders and community partners about the wide diversity of experiences and quality of place amenities in Elkhart County and to encourage participation in the civic life of the community.

OVERALL OBJECTIVE: To support the ECCVB's vital role in Elkhart County economic development, and tourism and hospitality interests, by creating and sharing valuable content that engages local and visitor audiences, advocating and supporting quality of place projects, and maintaining a positive relationship with media sources to encourage frequent and affirmative messaging.

CONTENT MANAGEMENT AND CREATION ACTIVITY MEASURES

- Develop and manage an editorial calendar integrating website content, social media actions, paid media campaigns and eNewsletter initiatives (January - December)
- Maintain a protocol for content editing, encompassing website, eNewsletter, paid media (January - December)
- Develop and implement a plan to distribute and place content from the Cultural Explorer, Creative, Roadtripper, and Vibrant Communities quality of place in relevant communications channels (January - December)
- Align communications activities with developing trends in the marketplace (January - December)

ECCVB ADVOCACY ACTIVITY MEASURES

- Work with the ECCVB CEO to facilitate up to 6 joint meetings of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December)
- Prepare and communicate meeting agendas and past meeting minutes in advance of the meetings (January - December)
- Record the actions at each meeting by taking minutes (January - December)
- Develop and implement an Advocacy meeting plan to connect the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors with key stakeholders/elected representatives (January - December)
- Facilitate and conduct 5 Community Thank You events for identified departments and volunteer groups that provide quality of place efforts (June - August)
- Work with the ECCVB CEO to manage the membership of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors by identifying the positions in which the office holder's term is expiring (October - December)
- Initiate and host 10 businesses or organizations at the Visitors Center to share their vision, product and mission with the ECCVB staff to develop relationships and better understanding of partnership opportunities (January - December)

COMMUNICATIONS - PUBLIC RELATIONS

VIBRANT COMMUNITIES ACTIVITY MEASURES

- Participate in Vibrant Communities administrative activities as part of organizing team (January - December)
- Manage a multi-platform Vibrant Communities communications plan encompassing website, social media and other media channels, utilizing third-party vendors and stakeholders as necessary (January - December)
- Implement the Vibrant Communities legislative visit in collaboration with external stakeholders (June)

BUSINESS TO BUSINESS COMMUNICATIONS ACTIVITY MEASURES

- Manage a public relations strategy to communicate the Destination Brand to key stakeholders, partners and the general public (January - December)
- Manage a public relations strategy to communicate the Cultural Explorer, Creatives and Roadtrippers niches to key stakeholders and partners (January - December)
- Produce and distribute 12 eNewsletters for ECCVB stakeholders including elected officials, business and community leaders, hospitality industry partners (January - December)
- Facilitate regular meetings and ongoing collaboration and mentorship of communications professionals representing Elkhart County organizations (January - December)
- Develop and implement an ongoing outreach strategy with recreational vehicle industry stakeholders to align with Elkhart County destination brand and niches (January - December)
- Develop and distribute laminated 2020 local event listings to 150 local tourism businesses (January)
- Research and develop an audio-visual presentation on ECCVB key messages and quality of place initiatives for staff use at public events (January - March)

SPONSORSHIP PROGRAM ACTIVITY MEASURES

- Develop and implement revised sponsorship program to relevant event stakeholders (January - February)
- Develop and implement a strategy to increase participation in sponsorship program in traditionally underserved communities of Elkhart County. (January - December)
- Develop and implement a toolkit of communications resources to assist sponsorship partners in aligning with Elkhart County destination brand. (January - December)
- Research and develop a recognition program for sponsored events and organizations (January - May)
- Administer sponsorship program, Travel Guide Assistance Fund, and Community Support & Engagement programs (January - December)
- Review sponsorship practices and revise internal guidelines as necessary (October - December)

MEDIA RELATIONS ACTIVITY MEASURES

- Develop and implement a regular periodic communications tool for local and regional media (January - December)
- Develop and implement integrated campaigns focused on local events calendar, Heritage Trail, Quilt Gardens and Cultural Explorer (January - October)
- Research and develop a potential influencer event for 2021 (January - December)
- Research the development of a biannual report on ECCVB key measures for external and internal use (January - June)
- Track qualified media inquiries (January - December)

OVERALL PUBLIC RELATIONS PERFORMANCE MEASURES

- Generate 800 media placements (print, broadcast, online, blog), yielding 100,000,000 impressions resulting in \$1,000,000 in advertising value (January - December)



DESTINATION DEVELOPMENT

GOAL: To generate spending and economic impact throughout the destination by implementing strategies that support redevelopment of targeted areas and support business development through promotions and training activities.

OVERALL OBJECTIVE: To provide community partner support through research, collaboration and resources to activate and enhance the physical environment and quality of place that make Elkhart County a desirable, competitive, and economically vibrant place.

VIBRANT COMMUNITIES ACTIVITY MEASURES

Objective: To facilitate implementation of the Vibrant Communities Action Agenda. In collaboration with the Community Foundation of Elkhart County, the Vibrant Community implementation process will include a community-led structure to prioritize developed strategies and create accountability for investment in quality of place projects throughout Elkhart County.

- Present Elkhart County Brand Identity at Vibrant Communities event (January)
- Implement community dashboard in collaboration with the Community Foundation of Elkhart County (January - May)
- Develop, plan and implement two youth engagement activities (January - July)
- Facilitate quarterly Community Champions Roundtables (January - November)
- Plan and develop Vibrant Communities legislative visit for state and regional leaders (January - June)
- Continue placemaking curriculum development and placemaking academy implementation (January - December)
- Continue to Facilitate/Convene project team development and implementation meetings (January - December)
- Identify and apply for funding resources to implement quality of place activities based on identified niches (January - December)
- Implement Vibrant Neighborhoods and Champions Initiatives county-wide (January - December)

EXIT 92 REDEVELOPMENT ACTIVITY MEASURES

Objective: To coordinate activities that support the North Pointe redevelopment strategies, including activities to enhance the amenities and aesthetics of the North Pointe neighborhood and SR 19 corridor. This includes participating in a leadership role in researching and positioning I-80/90 Exit 92 to be the premier Indiana Toll Road exit through visitor enhancements as a future redevelopment strategy for the neighborhood.

- Continue to refine and develop messaging around hospitality support for I-80/90 Exit 92 Redevelopment Activity Measures (January - December)
- Facilitate/conduct 10 guided tour experiences for hotel front-line staff to increase awareness of destination assets along the Heritage Trail (March - September)

DESTINATION ENEWSLETTER DEVELOPMENT ACTIVITY MEASURES

- Conduct an extensive review and assessment of all eNewsletters to align with ECCVB corporate and Elkhart County destination branding (April)

DESTINATION DEVELOPMENT

OUTDOOR RECREATION ACTIVITY MEASURES

Objective: To coordinate activities identified in the Vibrant Communities Action Agenda and support the strategies that link, enhance and create outdoor recreation opportunities in Elkhart County. This includes participating in a leadership role in research and technical assistance, along with supporting existing stakeholder groups.

- Provide support to City of Elkhart Next Level grant for Maple-Heart Trail signage and wayfinding (January - July)

RESEARCH ACTIVITY MEASURES

Objective: To continue collection of data in support of ECCVB activities including an assessment of the impact of CVB programs on business partners.

- Continue participation in the Destination Think! Tourism Sentiment Index research and report program (January - December)
- Facilitate Certec Economic Impact Study (January - December)
- Conduct an experience gap assessment along the Heritage Trail; consultant collaboration (March - November)

DESTINATION EXPERIENCE DEVELOPMENT ACTIVITY MEASURES

Objective: In 2020, the ECCVB will continue activating new product development initiatives through a comprehensive experiential development strategy. This strategy is based on collaboration with existing partners to link and enhance signature offerings as well as engineer new, engaging and immersive experiences.

- Develop content that aligns with defined niches and destination DNA (January - March)
- Develop experiential guide companion piece for Heritage Trail audio driving tour (January - March)
- Develop new package and delivery system for Heritage Trail audio driving tour (January - March)
- Develop engaging digital opportunity at the Visitor Center to encourage residents and visitors to share their experience (January - May)
- Identify Champion Placemakers in 3 niche segments, Cultural Explorers/Amish Country, Cultural Explorers/Historical and Creatives, and conduct workshops to define and develop stories and authentic memorable experiences that align with niche segmentation (January - February)
- Conduct workshops with Champion Placemaker's in 3 niches segments, Cultural Explorers/Amish Country, Cultural Explorers/Historical and Creatives, to develop videos that align with niche segmentation (January - February)
- Facilitate 3 workshops with TwoSix Digital to provide digital promotions education to partners (March, April, September)
- Conduct discussions with local stakeholders socializing the idea and concept of developing new authentic memorable experiences that align with the Roadtripper niche segmentation (January - November)
- Identify existing experiential programs within the destination that align with niche segmentations (January - December)
- Facilitate stakeholder discussions to explore a motorsport experience for the destination (January - December)

DESTINATION SMALL MEETINGS & CONFERENCE DEVELOPMENT ACTIVITY MEASURES

Objective: In 2020, the ECCVB will position Elkhart County as the home of a Vibrant and changing environment of expanding hotel and event spaces for Indiana statewide and Regional association meetings, conferences and events. Local government officials and influencers who are affiliated with their industry associations will be identified to work in partnership with the ECCVB to develop this strategy.

- Update the Meetings and Events Guide for Elkhart County (January)
- Research and collaborate with local officials to determine feasibility of Elkhart County hosting their association meetings and events (January - December)
- Coordinate and develop with tourism industry partners to identify capacity and willingness to provide adequate services, facilities and amenities to meet association meeting bids requirements and requests (January - December)
- Submit replies to any RFP or bid packages deemed feasible and appropriate for Elkhart County while meeting each association requirements (January - December)

COMMUNITY BASED DOWNTOWN REDEVELOPMENT ACTIVITY MEASURES

Objective: working with each community in Elkhart County to achieve success with Downtown Development Objectives through active participation and technical assistance.

- Conduct Downtown Vibrancy assessment follow-up interviews with communities to establish priorities and implementation Strategy; enFocus collaboration (January - July)
- Continue leadership on the Goshen Theatre Board through implementing phase one and strategic planning for phase two (January - December)
- Add downtown kiosks in Nappanee and refresh existing kiosks countywide (January - December)

OVERALL DESTINATION DEVELOPMENT PERFORMANCE MEASURES

- The ECCVB will receive and administer \$60,000 in 2020 from the Community Foundation of Elkhart County related to the Vibrant Communities Implementation (January - December)



VISITOR SERVICES

GOAL: To generate spending and economic impact throughout the destination by being the official resource providing travel information and visitor services both in-person and online.

OVERALL OBJECTIVE: To position the Visitor Center and its staff as a resource for local residents and the community at large by providing friendly personal service.

VISITOR SERVICES ACTIVITY MEASURES

- Provide friendly personal service to residents and visitors to the Visitor Center (January - December)
- Provide friendly personal service to people calling to request the Elkhart County Area Guide and general destination questions (January - December)
- Provide and distribute up-to-date local business brochures, maps, regional travel guides and other materials as requested (January - December)
- Provide an engaging digital opportunity at the Visitor Center to encourage residents and visitors to share their experience (January - December)

DRIVING TOURS ACTIVITY MEASURES

- Track Heritage Trail Audio Driving Tour distribution via CDs, USB, and MP3 downloads (January - December)

VFR / COMMUNITY RELATIONS ACTIVITY MEASURES

- Provide the Visitor Center's meeting room as a resource to community group meetings (January - December)

OVERALL VISITOR SERVICES PERFORMANCE MEASURES

- Track economic impact from Heritage Trail CD, Mp3, and USB distribution (January - December)

Heritage Trail Performance Metrics (Research Resource: 2017 Economic Impact Report by Certec Inc.) is the amount in visitor spending generated by the distribution of the Heritage Trail.

- Visitor Spending = (3.3 people in travel party) X (2.2 days average length of stay) X (\$117 per person per day) = Visitor Spending per person, per day. Includes CDs and MP3 downloads.



FINANCE

GOAL: To generate spending and economic impact throughout the destination by maintaining best practices in revenue and human resources management.

FINANCIAL ACTIVITY MEASURES

Objective: To have a thorough understanding of and the ability to interpret financial data, by developing accurate and concise financial reports, tracking hospitality trends, and managing income and expenses.

- Develop a sound 2020 line item budget (January)
- Establish financial ratios and projections (January - December)
- Develop monthly financial reports and statements for the corporation (January - December)
- Perform all accounts receivable and payable for the corporation (January - December)
- Perform as the Commission's designated collections administrator for delinquencies (January - December)
- Develop monthly reports on collections activities and hotel occupancy trends (January - December)
- Complete all county, state and federal employee withholding obligations (January - December)
- Complete all grant financial requirements (January - December)
- Maintain a 95% collections rate of lodging tax receipts (January - December)
- Maintain a 95% collections rate of Elkhart County Area Guide contracts (January - December)

HUMAN RESOURCES ACTIVITY MEASURE

Objective: To manage day-to-day human resource functions and obligations of the corporation by maintaining personnel records and human resource information systems such as health insurance, retirement contributions, supplementary benefits and accrued personal time off for employees.

- Keep current all personnel records for each employee (January - December)
- Research benefit plans that best meet employee's needs and budgetary requirements of the corporation (April - June)
- Work with all employees to assist with interpretation of benefit plans and filing procedures (January - December)
- Manage the corporate / employee IRA contribution plans (April, July, October, December)
- Track and report all employee personal time off (January - December)
- Distribute Employee Professional Development Survey (December)

BUILDING OPERATIONS ACTIVITY MEASURE

Objective: To manage all building operations and personnel associated with the Visitor Center managing contract agreements and personnel.

- Oversee all maintenance agreements for building and equipment (January - December)
- Initiate all necessary building/ equipment service and repairs (January - December)
- Supervise Visitor Center attendants (January - December)
- Develop Visitor Center attendant schedules and assign appropriate duties (January - December)
- Oversee installation of Quilt Mural on Visitor Center building (May)
- Oversee removal of Quilt Mural on Visitor Center building (October)

WE'LL GET IT DONE.

Our plans are in place.

Who's taking charge?

Glad you asked.

**HERE'S
HOW
WE'RE
DOING
IT**

ELKHART COUNTY INNKEEPERS TAX COMMISSION



Dan Shoup

Innkeepers Tax Commission President

Cardinal Bus Company, Owner

P. O. Box 271 / 201 Winslow | Middlebury, IN 46540

p: 574.825.9405 | e: dshoup@cardinalbuses.com

Gita Patel

Innkeepers Tax Commission Vice-President

JSK Development, Inc., Vice-President of Purchasing

247 North Dixieway | South Bend, IN 46637

p: 574.264.0404 | e: gpatel@jskhotel.com

Rick Jenkins

Innkeepers Tax Commission Secretary / Treasurer

Jenkins Automotive, Owner

1998 Waterfall Drive | Nappanee, IN 46550

p: 574.773.3613 | e: ricjen49@gmail.com

Scott C. Baker

Best Western Inn, Owner

900 Lincolnway East | Goshen, IN 46526

p: 574.533.0408 | e: info@bwgoshen.com

Kurt Janowsky

Navarre Hospitality Group, Owner

505 South Main Street | Elkhart, IN 46516

p: 574.286.4338 | e: kurtjanowsky@comcast.net

Anant (A.J.) Patel

JSK Development, Inc., President & CEO

247 North Dixieway | South Bend, IN 46637

p: 574.320.2784 | e: apatel@jskhotel.com

Beth Ronzone

Red Roof Inn, Manager

2902 Cassopolis Street | Elkhart, IN 46514

p: 574.262.3691 x100 | e: i0018@redroof.com

ELKHART COUNTY CVB, INC BOARD OF DIRECTORS



Levi King

ECCVB, Inc. Board of Directors President

King Corporation, Owner

P. O. Box 11 | Middlebury, IN 46540

p: 574.596.6954 | e: levijojo61@gmail.com

Eleanor Billey

ECCVB, Inc. Board of Directors Vice President

319 Terry Lane | Mishawaka, IN 46544

p: 574.250.2780 | e: ebbilley@gmail.com

Larry App

ECCVB, Inc. Board of Directors Secretary/Treasurer

19933 CR 16 | Bristol, IN 46507

p: 574.848.9284 | e: larry@roundstonellc.com

Dan Bearss

Alliance Marketing Group, President

110 West Waterford Street | Wakarusa, IN, 46573

p: 574.862.2275 | e: dbearss@nitdc.com

Brian Hoffer

Kindig & Sloat, Partner

102 Heritage Parkway / PO Box 31 | Nappanee, IN 46550-0031

p: 574.773.7996 | e: bhoffer@kindigandsloat.com

Arvis Dawson

228 South Main Street, Apt 1 | Elkhart, IN 46516

p: 574.536.1970 | e: arvisdawson@gmail.com

Dan Shoup

Innkeepers Tax Commission President

Cardinal Bus Company, Owner

P. O. Box 271 / 201 Winslow | Middlebury, IN 46540

p: 574.825.9405 | e: dshoup@cardinalbuses.com

ELKHART COUNTY CVB, INC STAFF

Diana Lawson, FCDME

Chief Executive Officer

diana@eccvb.org

Responsibilities:

- *Researches, develops, leads, and facilitates the overall strategic and operational responsibilities regarding staff, programs, expansion, and execution of the ECCVB's mission and goals to be Elkhart County's champion for the local tourism industry.*
- *Collaborates directly with the Commission and Board, along with community partners, on the collaborative vision, policymaking and business strategy for the organization.*
- *Serves as the primary spokesperson and Chief Executive Officer for the ECCVB.*

Amanda Eckelbarger

Senior Creative Design Manager

amanda@eccvb.org

Responsibilities:

- *Manages all aspects of the creative design areas and provides support for the ECCVB team by developing, creating and updating the visual brand and content for the promotions and collateral materials to provide quality branding, along with accurate and timely publication to attract interest and meet the overall organizational goals.*

Mindy Engle

Destination Concierge

mindy@eccvb.org

Responsibilities:

- *Provides professional, friendly, and personal service to visitors and callers of the Visitor Center to generate spending and economic impact throughout the destinations.*
- *Represents the direct and official resource to visitors of the Center by providing travel information and other visitor services in-person, over the phone, and online.*

Jon Hunsberger

Director of Destination Development

jon@eccvb.org

Responsibilities:

- *Researches, develops, leads, executes and facilitates destination development strategies and related activities that support new and redevelopment of targeted attraction areas.*
- *Develops, leads, and supports strategic business development through strategic development, promotions, guidance, and related training activities that will generate investments and increased economic impact throughout the destination locations.*

Janis Logsdon

Director of Advertising Sales and Leisure Promotions

janis@eccvb.org

Responsibilities:

- *Researches, develops, leads, facilitates, and executes the solicitation of leisure advertising sales and promotions that generate brand awareness, promote destination assets and optimally engage leisure visitors towards destination visits and spending, utilizing cooperative advertising efforts, paid, earned, and owned media channels, along with other promotions resources.*

ELKHART COUNTY CVB, INC STAFF

Mike Long

Destination Concierge

mike.long@eccvb.org

Responsibilities:

- *Provides professional, friendly, and personal service to visitors and callers of the Visitor Center to generate spending and economic impact throughout the destinations.*
- *Represents the direct and official resource to visitors of the Center by providing travel information and other visitor services in-person, over the phone, and online.*

Terry Mark

Director of Communications and Public Relations

terry@eccvb.org

Responsibilities:

- *Researches, develops, leads, executes and facilitates the organizational communications and public relations aspects for the organization, utilizing various platforms and messaging vehicles along with ongoing community engagement initiatives that will influence increased community/stakeholder awareness, sentiment, and synergies of the ECCVB, along with ultimate increased local / visitor attraction to Elkhart County.*

Jessica Miller-Barnhart

Senior Technology Marketing Manager

jessica@eccvb.org

Responsibilities:

- *Manages all of the Bureau's technology systems, including hardware, software, servers, devices, phones, staff / partner training and support, along with website and database management to support the daily technical activities effectively that generate overall organizational goal attainment.*

Sonya Nash

Director of Group & Experiential Sales and Promotions

sonya@eccvb.org

Responsibilities:

- *Researches, develops, leads, facilitates, and executes sales and promotions strategies through partnerships with local businesses and stakeholders to create or refresh destination experiences that will convert or create buyer interest and extend overnight stays in the destination locations for groups.*
- *Leads related sales and marketing efforts, including convention / meeting and group tour sales, along with destination enhancements, entertainment and event planning, and other related group support services.*

Cindy Ostrom

Director of Finance and Administration

cindy@eccvb.org

Responsibilities:

- *Researches, develops, leads, executes and facilitates all office administrative, financial and accounting, visitor center, human resources and facilities functions for the Bureau to ensure overall compliance, organizational effectiveness, and continual efficiencies towards the respective financial, customer, and team member goals of the organization.*

ELKHART COUNTY CVB TOURISM & COMMUNITY LEADERSHIP INVOLVEMENT



Diana Lawson, FCDME

Chief Executive Officer

- Northern Indiana Tourism Development Commission Board of Directors
- Elkhart County / Cities
- Vibrant Communities
- Lerner Governing Board, Vice President
- Lerner Strategic Plan Committee
- WNIT Community Advisory Board
- Downtown Goshen, Inc. Board Member
- Regional Cities Initiative
- enFocus Board of Directors
- South Bend Elkhart Partnerships Regional Board
- South Bend Elkhart Regional Talent Attraction & Retention

Amanda Eckelbarger

Senior Creative Design Manager

- Indiana Tourism Association Professional Development Committee
- Indiana Tourism Association Annual Conference Awards Committee Co-Chair
- Indiana Tourism Association Annual Conference Planning Committee
- Northern Indiana Tourism Development Commission Marketing Committee
- Elkhart County Food Council Team

Jon Hunsberger

Director of Destination Development

- Elkhart County Redevelopment Commission Member
- Vibrant Communities Organizing Team
- Vibrant Communities Legislative Visit Project Team
- Regional Cities Talent Attraction Committee

Janis Logsdon

Director of Advertising Sales and Leisure Promotions

- Elkhart County Historical Society Board Vice President
- Northern Indiana Tourism Development Commission Marketing Committee

Terry Mark

Director of Communications and Public Relations

- Vibrant Communities Organizing Team Member
- Vibrant Communities Communications Team Chair
- Vibrant Communities Legislative Visit Project Team
- Elkhart County Countywide Communicators Group
- Elkhart County Museum Association Team
- Elkhart Community Schools, School of Human Services Study Design Team

Jessica Miller-Barnhart

Senior Technology Marketing Manager

- Northern Indiana Tourism Development Commission Technology Ad-hoc Taskforce
- Northern Indiana Tourism Development Commission Marketing Committee

Sonya Nash, CTIS, CTP

Director of Group & Experiential Sales and Promotions

- Northern Indiana Partnership for the Arts Commission Grant Review Panel Chair
- Quilt Gardens along the Heritage Trail Project Manager
- Michiana Master Gardener
- Indiana Department of Tourism ABA Planning Committee

Cindy Ostrom

Director of Finance and Administration

- Vibrant Communities Organizing Team
- Vibrant Communities Legislative Visit Project Team



ADDENDUM

CAPITAL REPLACEMENT PLAN

The Capital Plan below outlines the strategic direction the ECCVB will use to maintain current infrastructure (*example: server maintenance, application upgrades*), provide necessary tools and technologies to ECCVB employees (*example: PC & Server replacement, new software, etc.*) and maintain office equipment, furniture and vehicle needs.

Maintaining Existing Infrastructure

PC Replacement Plan

Replace 3 -4 employee PC desktops every 5 years, Mac every 4 years and laptops every 4 years

Server Software Upgrade

Maintain updated software license for 100% network uptime to ensure critical systems remain operational

Telephone Equipment

*Telephone Network: maintain updated software and equipment as needed
Cell phones/mobile devices: replaced every 2 - 3 years*

Network Printer, Scanners, Projectors, Cameras

Replace annually as needed

Software

Maintain updated software license to achieve 100% network uptime to ensure critical systems remain operational

Miscellaneous Software, Hardware (external hard drives, keyboards, mice, monitors, battery backup, replacement backup batteries, etc.)

Replace annually as needed

Vehicles

(1) vehicle maintains a 3 - year lease

(1) vehicle purchased, replaced as needed (approximately 10 years)

Furniture

Replace as needed, currently all staff offices are equipped to ensure 100% productivity

Request for Exceptions to Replacement

In some situations, there may be a need to run special software, upgrade an OS or perform unique tasks where a desktop computer, network equipment or server system would require more memory, a faster processor, or a larger hard disk drive than the one currently in use. This situation will be evaluated to determine an appropriate upgrade path. Recommendations may include additional memory, a larger hard disk drive or storage unit, a newer workstation computer, network equipment or server system. While the majority of requests are expected to come at the end of year, requests will be reviewed throughout the year to handle unforeseen changes.

TERMS & DEFINITIONS

General

Activity - A physical action taken by the CVB functional area that ultimately supports its mission, e.g., attending a tradeshow, conducting a familiarization tour, writing and distributing a press release.

CFEC - Community Foundation of Elkhart County

CVB/ECCVB - Elkhart County Convention & Visitors Bureau, Inc.

Goal - An overall summary of what the ECCVB wants to accomplish in each departmental area.

Innkeeper's Tax - Collected as an additional percent on the room rate in Elkhart County.

Little Big Idea Grant (LBIG) - The micro-grant program created by the Vibrant Communities initiative will allow individuals, small groups and community arts and cultural organizations, among others, to seek funds to carry out fun, creative projects that take place in Elkhart County.

NITDC - Northern Indiana Tourism Development Commission

Objective - A specific, measureable condition that must be attained in order to accomplish a particular program goal.

Performance Measure - A measure that helps to define and quantify the results of the CVB activity. Implementation of this system of measures will yield actionable tools that the CVB staff can use for short and long term enhancement of its efforts.

RV - Recreational Vehicle

RVIC - Recreation Vehicle Indiana Council

SBI - Small Business Initiative

VFR - Visiting friends and relatives

Vibrant Communities Initiative - This initiative is focused on quality-of-place issues, those qualities such as arts and culture, parks, downtowns, neighborhoods, that make a city or town a better place to live. An Action Agenda is being implemented in 2017 based on the input gathered in 2016 from hundreds of residents from all over Elkhart County.

Visitor - One who travels away from home for a distance of at least 50 miles (one way) to stay overnight for business, pleasure, personal affairs, or any other purpose except to commute to work.

Advertising

Circulation - Refers to the number of copies sold of a given publication, at a given time or as averaged over a period of time.

Frequency - Average number of times households or persons viewed a given program, station or advertisement during a specific time period. This number is derived by dividing the Gross Ratings Points (GRPs) by the Reach.

Gross Rating Point (GRP) - A unit of measurement of audience size. It is used to measure the exposure to one or more programs or commercials, without regard to multiple exposures of the same advertising to individuals. One GRP = 1% TV households.

Impressions - Sum of audiences, in terms of people or households viewing a publication, where there is exposure to the same publication or program on multiple occasions. Two gross impressions could mean the same person was in the audience on two occasions or that two different people had been exposed only once.

Reach - Unduplicated number of individuals or households exposed to an advertising medium at least once during the average week for a reported time period (also known as Cumulative Audience).

ROI - Return on Investment

Public Relations

Advertising Equivalency - A means of converting editorial space in the media into advertising costs, by measuring the amount of editorial coverage and then calculating what it would have cost to buy that space, if it had been advertising.

Circulation - Refers to the number of copies sold of a given publication, at a given time or as averaged over a period of time.

IEG - An industry-recognized leader in the area of sponsorships. Through its website, sponsorship.com, and an annual conference, online reports and events, it is a source for insights, training and networking.

Impressions - The number of those who might have had the opportunity to be exposed to a story that appeared in the media. Sometimes referred to as "opportunity to see." An "impression" usually refers to the total audited circulation of a publication or the audience reach of a broadcast.

Marketing Profs - Industry leader for modern marketing tools, training, strategies, articles, online seminars, and discussion forums.

Media Marketplace - Annual conference organized by state tourism, bringing together travel media writers with tourism organizations, major hotel properties, attractions and transportation companies.

Meltwater - Online service used to track media coverage, establish contacts with media professionals and influencers, and distribute press releases and story pitches.

TERMS & DEFINITIONS

Digital / Website

Ad Views (Impressions) - Number of times an ad banner is (presumably) seen by visitors.

All Clicks - The number of clicks on your ads.

Click-thru Rate - The number of clicks received on ads per number of impressions.

Engagement - Engagement Rate is a metric that social media marketers use to measure a brand's effectiveness at engaging their audience. Typically engagement rate takes your comments, likes, shares, actions divided by fans/followers.

Hyperlink - An electronic connection between two websites.

Impressions - Impressions are the number of times a post from your Page is displayed, whether the post is clicked or not. People may see multiple impressions of the same post.

Link Click-Through Rate (LCTR) - The percentage of times people saw your ad and performed a click (all).

Page Likes - The number of likes of your Facebook Page attributed to your ads or organic reach.

Page Views - Number of times a user requests a webpage that may contain a particular advertisement.

Reach - The number of people who saw your ads at least once.

SEO - Search Engine Optimization

Simpleview Dynamic Content - A personalization platform that allows you to serve targeted experiences to website visitors.

Social Media - Website, eNewsletters, Blog, YouTube, Pinterest, Flickr, Facebook, Twitter.

Total Clicks (Actions) - The total number of actions people took that are attributed to your ads. Actions may include engagement or clicks.

Unique Visit - Number of different individuals who visit a website within a specific time period.

Video Views - The number of times your video was viewed for at least 10 seconds.

Visit - A sequence of requests made by one user at one website. If a visitor does not request any new information for a period of time, known as the "time-out" period, then the next request by the visitor is considered a new visit.

Waze - Targeted Digital "billboard" that displays information to drivers based on their location.

Travel Industry

Booking from a Hotel Lead - A booking confirmed in writing from an authorized agent (hotel, travel trade) or by documenting the tour/programs presence in the travel trade's distribution. Channels such as a brochure, website or special sales/marketing program. The booking must be the result of a CVB-generated lead. CVBs should include information on room nights, total visitors and associated visitor spending.

Booking from a Non-Hotel lead - Booking confirmed in writing from an authorized agent (hotel, travel trade) or by documenting the tour/programs presence in the travel trade's distribution. Channels such as a brochure, website or special sales/marketing program. The booking must be the result of a CVB-generated lead. CVBs should include information on room nights, total visitors and associated visitor spending.

Economic Impact - Visitor spending generates secondary spending (indirect and induced) on the destination's local economy over and above the original visitor spending. These secondary impacts, when combined with the original direct spending, result in the economic impact. Indirect spending is spending by the destination's travel industry businesses on goods and services from local suppliers. Induced spending occurs when employees in the destination's travel industry and its suppliers spend their wages in the local economy. This chain of buying and selling among businesses and employees continues until the original direct spending "leaks out" of the local economy. The economic multiplier is calculated as total economic impact divided by direct spending.

FAM (Familiarization) Tour - A free or reduced-rate trip offered to travel professionals to acquaint them with what a destination, attraction, or supplier has to offer. FAMs should be considered a sales effort, more than just an educational trip for the travel trade

Group Tour - A travel package for an assembly of travelers that has a common itinerary, travel date, and transportation. Group tours are usually prearranged, prepaid, and include transportation, lodging, dining, and attraction admissions.

Hotel Lead - When a group tour or independent tour program inquiry from the travel trade that includes a request for hotel rooms over a specific set/range of dates is forwarded by the CVB sales staff only to those hotels that meet the travel trade's criteria.

Independent Travel (IT) - A custom-designed, prepaid travel package with many individualized arrangements. ITs are unescorted and usually have no formal itinerary. Sometimes referred to as FIT.

Itinerary (Suggested) - A recommended schedule of visitor-oriented activities, usually including entertainment and recreation venues, retail stores and often highlighting unique, one-of-a-kind offerings. Itineraries are often themed: family, romantic, first-time visitor, etc.

Non-hotel Lead - When an inquiry for a group tour or independent tour program not requiring hotel rooms from the travel trade over a specific set/range of dates is forwarded by the CVB sales staff only to those non-hotel tourism industry businesses that meet the travel trade's criteria.

Packaged Travel - A package in combination of two or more types of tour components into a product which is produced, assembled, promoted and sold as a package by a tour operator at an all-inclusive price.

Tour Catalog - A publication by tour wholesalers listing their tour offerings. Catalogs are distributed to retail agents who make them available to their customers.

Tour Series/Tour Programs - Multiple departures to the same destination throughout the year

Travel Trade - Any individual or company that creates and/or markets tours and/or IT packages. Travel trade includes but is not limited to tour operators, travel agents, individual travel planners, online travel companies.

Visitor Spending - (number of visitors) X (spending pr person per day) X (length of stay)